

PERFORMANCE PLAN

2000-2004



COLUMBIA BASIN TRUST

*a legacy
for the people*

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for the people*

MESSAGE FROM THE CEO

This performance plan presents the key challenges facing the Columbia Basin Trust and identifies the strategies we have developed to move forward in the realization of our mission and mandate. I would like to offer a few words to put this plan in context.

The Trust is a very new organization. Although it was established in 1995 through the Columbia Basin Act, the first couple of years were spent doing comprehensive community consultation, and setting up the policy framework which would drive the work of the Trust. The Columbia Basin Management Plan, a requirement of the Act, was adopted in July 1997. Since that time, the Trust has been working diligently to develop and implement both a Spending Program and an Investment Program. In partnership with the Columbia Power Corporation, we have also been working to complete the Arrow Lakes Generating Station and to do the development work on the other power projects in the Binding Agreement.



Don Johnston, CEO

The Trust has achieved much success in that short period of time. We have successfully implemented the Spending Program and delivered over \$8 million in benefits to the communities in the Basin. We have established strong working relationships with local governments, delivery agents and partner organizations. Our sector advisory committees function through the dedication and energy of over 60 active volunteers. Our Investment Program has placed over \$34 million in investments within the Basin. These investments are managed in cooperation with a number of partners, including credit unions, Community Futures Development Corporations, and private companies. Not only are these investments returning capital to fund the Spending Program, they are also directly contributing to the economic stability of communities throughout the Basin.

And yet, we face many challenges as we continue to develop the Trust. Some of those are described in the following pages in more detail, but the major challenge we face is to realize the true potential of the Trust. We need to build an organization that is well organized and fiscally responsible, while at the same time it must be an organization that is flexible and responsive. We must find ways to work closely with people, organizations and communities in the Basin in a manner that clearly involves them in achieving the greater self-sufficiency for present and future generations that is talked about in our Mission Statement.

The success of the Trust will be a direct function of the quality of relationships we are able to build through the work described above. In order to do this, we need to create an organization that has clear values, that operates in an open and transparent manner, and that ensures equity of access for all communities in the Basin. We need to be willing to take risks and to learn from our mistakes. We need to work with all of our partners and residents to create an organization that is simple, sensible and straightforward.

The Columbia Basin Trust was created by the Columbia Basin Trust Act in 1995 to benefit the region most adversely affected by the Columbia River Treaty. The Columbia Basin defined in the Act is the Columbia River watershed in Canada and is illustrated by the map on this page.

The Treaty, ratified by the U.S. and Canada in 1964, led to the construction of three storage dams in the Basin (Duncan, Keenleyside and Mica Dams) and one in Montana (Libby Dam). The purpose of these dams was flood control and power production in both countries. Most of the benefits of the Treaty were enjoyed by areas outside the Basin while most of the negative effects were, and still are, felt by the Basin and its residents.

One of the most disturbing aspects of the history of the Treaty was the lack of prior consultation with the people of the Basin, including the 2,300 residents who were displaced by flooding of their communities and farms. The people of the Basin came together in the early 1990s to press the Province for recognition of the injustice of this situation.

Local governments

in the Basin coordinated their efforts at the regional district and tribal council level under the Columbia River Treaty Committee, which first met in 1992. The Committee, in partnership with regional MLAs, negotiated with the Province. They had two objectives:

- The creation of a Trust governed by a board of Basin residents
- The allocation to the region of funds representing a fair share of the ongoing downstream benefits earned under the Treaty, to be managed by the Trust.

The Columbia Basin



On both counts negotiations were successful. The Trust was given a \$295 million endowment by the Province to invest in the Basin. Of that \$250 million is committed to finance power project construction. The Province further committed to transfer \$250 million to the Columbia Power Corporation (CPC), the Trust's Joint Venture Partner in power projects in the Basin. Fifty per cent of the net profits go to the Trust for the benefit of the people of the Basin in perpetuity. The remaining \$45 million is being reinvested back into the Basin through short-term cash investments, business loans, real estate ownership, and venture capital projects. The income from those investments is to be spent for the benefit of the residents of the Basin. In addition, the Province agreed to pay the Trust \$2 million per year for 16 years as operating funds.

Through an extensive public process, the newly formed Trust consulted the people of the Basin on how they wished the new benefits to be spent. Out of that process the Columbia Basin Management Plan was developed, a five-year plan for the Trust, commencing in F1998.

To ensure its funds are spent in a broad and encompassing range of programs, the Trust developed a delivery model with programs representing various areas of importance. This includes a portion of funds, on a per capita basis, to each of the local governments in the Basin, with additional funds to those areas which were, and still are, specifically affected by the flooding. It should be noted here that the storage dams create many problems upstream with a 75-foot rise and fall of the water - dust storms, lack of accessibility to the lakes, loss of food for fish, etc. This program is called "Community Initiatives and Impacted Areas Program" and each local government administers the program within agreed upon parameters. The local governments include the Ktunaxa- Kinbasket Tribal Council, the Regional District of East Kootenay, Regional District of Central Kootenay, Kootenay-Boundary Regional District, Columbia Shuswap Regional District (which has assigned the administration of its funds to the cities of Golden and Revelstoke) and the Fraser-Fort George Regional District (which has assigned its funds to the Town of Valemount). Residents may apply for project funding through their local regional district.

In addition to the above, committees were created to accommodate the needs of specific sectors of interest. Sector committees include environment, social, education and training, economic development, and cultural. Sector members with general or specific expertise are drawn from all regions of the Basin. Each sector committee has an annual allocation of funds and that committee decides on the allocation of those funds within its terms of reference. The sector committee model is a three year pilot project which will be revisited at the end of that term.

There is also a program described as "Basin Initiatives" which is intended to be responsive to those needs which do not fall into sector committee programs and which are beyond Community Initiatives. So far the Basin Initiatives has funded land acquisition, a Basin scholarship program, endowment support for Community Foundations, and the Living Landscapes web site in co-operation with the Royal BC Museum, to name a few.

MISSION

The Columbia Basin Trust supports efforts by the people of the Basin to create a legacy of social, economic and environmental well-being and to achieve greater self-sufficiency for present and future generations. Our mission describes the purpose towards which the Board of the Columbia Basin Trust works and to which its employees commit their work life.

We are a regional Crown Corporation where the region appoints the majority of the Board of Directors, with a presence in the Columbia River Basin (the Basin). However, we are not an agent of the government (Columbia Basin Trust Act, Part 2, section 2(5)). We report to the people of the Basin and to the Legislative Assembly through a designated Minister with our annual report.

In service of the mission statement, the Trust's mandate is to work with the people of the Basin to ensure that the benefits derived from the Columbia River Treaty help to create a prosperous economy in a healthy, renewed natural environment by:

- Managing the Trust's assets, including money allocated by the Province for power projects and other investments, for the ongoing economic, environmental and social benefit of the region, without relieving governments of their obligations;
- Including the people of the Basin in planning for the managing of those assets;
- Working with others to coordinate activities related the corporate purpose of the Trust; and
- Contributing to the sustainability of communities and our environment.

VISION

for the
Basin

As set out in the Columbia Basin Management Plan (*already filed with the government*), the Columbia Basin Trust has two visions. The first is a VISION FOR THE BASIN:

The Columbia River Basin is a place where:

- Social, environmental and economic well-being is fostered.
- Collaborative relationships and partnerships are established across the Basin, with communities working together in a spirit of mutual support and respect for each other's differences.
- Residents identify with a Basin culture and feel a sense of belonging to a Basin community.
- A healthy environment forms the basis for social and economic activities and residents are committed to long-term and enduring stewardship of the Basin's natural resources.
- The economy is diverse, resilient and energized.

VISION

Corporate

The second part of the vision is a CORPORATE VISION for the Trust.

The trust will have:

- A successful portfolio of investments in the Basin which help to stimulate the regional economy and which provide a reliable stream of income for use in the Trust's spending activities.
- A proven track record in delivering social, economic and environmental benefits to the Basin and its residents.
- Well established and productive working relationships with others in the Basin whose activities relate to the Trust's mandate.
- Consistent and widespread public support for the Trust's activities based on meaningful public input and the Trust's responsiveness to the needs of the Basin and its people.

VALUES

The values of the Trust are defined as guiding principles in the Columbia Basin Management Plan. They are:

1. Include the people of the Basin in decisions that affect their lives and determine their future.
2. Respect the rights of others, including the rights of First Nations.
3. Bring benefits to Basin residents in addition to those they would otherwise enjoy.
4. Focus on the whole Basin and respect the diversity within it.
5. Aim for sustainable activities.
6. Invest responsibly and use the investment revenue within the Basin.
7. Acknowledge and support those who were affected directly by the Columbia River Treaty, without providing compensation.
8. Play a creative role in positive change.
9. Seek equitable outcomes from all the Trust's activities.

The Trust works with organizations, individuals and communities in a spirit of partnership and cooperation.

In 1999, staff defined a set of values within which they will work with each other as a team. These values were revisited and confirmed in October 2000.

Board and staff will work to define further values for the Trust, including how we treat people involved with the Trust in all areas of our programming and in the Basin as a whole.

KEY ASSUMPTIONS

The following are assumptions around which this plan was developed:

- That the returns from Trust's investments will remain at a market levels.
- That environmental/water management issues will increase in importance as global warming changes our way of life.
- That the Trust, through its Investment and Spending Programs, will be a creative force in the building of a viable economy in the rural and small town environments of the Columbia Basin, creating sustainable industries and self-sufficient communities.

KEY CHALLENGES

FINANCE

The Trust must build and maintain good and viable partnerships with organizations, businesses and people in the Basin, while meeting the requirements of the Crown Corporations Secretariat and maintaining our mandate of working with the people of the Basin in an inclusive manner with an appropriate sized staff and operating budget.

SERVICE DELIVERY MODEL

A key challenge for the Trust is to ensure its service delivery model and methods are simple, efficient, effective and responsive. The Trust must address diverse demands of the Basin as a whole, including access to education, business opportunities, employment, ecological problems and diversity, including the impact of dams on the environment.

SOCIO- ECONOMIC CONDITIONS

The Trust must address, in consultation with the people of the Basin, the shifting priorities of a diverse population, including the very young and the aging. We must be aware of the need for long-term care and early childhood development within a population which includes a rural way of life and a desire to access larger markets for developing businesses.

LEADERSHIP

The Trust must continue to carefully manage the resources entrusted to it whilst providing opportunities to the people of the Basin and its future generations and proactively considering environmental and water management issues. To do this, the Trust will adjust its planning processes to enhance participation of the people of the Basin through periodic community consultation to ensure that the emerging needs of communities, both rural and urban, and environmental considerations, are incorporated. A second challenge will be to demonstrate the value of the Trust's programs to the people of the Columbia Basin.

HUMAN RESOURCES

Our most vital resource is our people and a major challenge is to increase our overall corporate performance whilst maintaining an appropriate staff component.

Key challenges facing the Trust centre on building relationships with our investment partners and our delivery agents and the leadership/management competencies of our employees to meet the changing needs of the people of the Basin. Putting in place strategies to support our employees' efforts and individual development needs, and to recognize performance, will be critical to both corporate and employee successes. As the Trust grows, carefully planned recruitment, mentoring and retention strategies will be essential.

TECHNOLOGY

Technology has a major impact on the way the Trust does business in the Basin, including the cultivation and retention of a team culture over major distances. The Trust will continue to rely heavily on the use of technology to do its work.

CORPORATE STRATEGIC GOALS

The goals and objectives of the Columbia Basin Trust for the years F1998 to F2002 are contained in the Columbia Basin Management Plan.

To respond to the challenges ahead, the Trust has identified eight strategies which will be fully addressed in the next three years. Maximizing benefits to the residents of the Columbia Basin will result from the implementation of this strategic plan.

GOAL 1

POWER PROJECTS

Through the Trust subsidiary, CBT Energy Inc., in partnership with Columbia Power Corporation, we will participate in the development of the power projects at Arrow Lakes Power Generating Station, the Brilliant Dam upgrade and expansion project and the Waneta expansion project, and investigate other opportunities for energy generation, including researching alternatives such as geothermal energy, micro-hydro projects, wind generation, etc. (Government priorities Nos. 3, 5)

GOAL 2

STRENGTHEN OUR FOUNDATION

By focusing on processes, procedures and communication, we will facilitate excellent policy and decision making by the Board of Directors, assist Sector committees in their selection processes, and enable community liaison and investment staff to spend the majority of their time working directly with the people of the Basin.

GOAL 3

NON-POWER INVESTMENTS/BUSINESS DEVELOPMENT/REAL ESTATE

By working through the Trust subsidiary, CBT Real Estate and Investment Inc. we will invest the capital of the Trust, and the portion of the profits of the income derived from power generation as decided by the Board of Directors, in the Basin. (Government priorities Nos. 3, 4)

GOAL 4

SPENDING PROGRAM

We will spend the income earned from the Trust's investments to deliver ongoing benefits to the Basin and its residents in the areas of social well-being, economic development and the preservation, protection and enhancement of the environment. We will increase public accessibility to the Trust throughout the Basin by focusing community liaison staff on engagement, involvement and interaction with Basin residents, Trust partners, delivery agents, project proponents and the general public. (Government priorities Nos. 4, 6)

GOAL 5

YOUTH

We will engage young people in defining possible ways to increase youth participation within the Columbia basin Trust and Basin communities, and explore possibilities for the future to be considered by the Board. (Government priority No. 6)

GOAL 6

WATER MANAGEMENT/TREATY ISSUES

We will develop a strategy to move forward and identify the resources necessary in the first stages of that strategy. We will work closely with a number of US organizations on trans-boundary issues to consider the entire ecosystem of the Columbia Basin.

This includes:

- Developing educational materials on water management for Basin residents, Trust Board and Staff.
- Being an advocate and playing a leadership role in decisions about regional and transboundary water management.
- Working to improve water reservoir and dam management practices to optimize a wide range of benefits including fish and wildlife, recreation and aesthetics.
- Identifying and advocating Basin residents' interests in water management agreements/treaties, such as the Columbia River Treaty, and preparing the Trust to participate in the review of such agreements/treaties.

GOAL 7

INFORMATION TECHNOLOGY

We will investigate the possibility of creating a Basin-wide network of information, and, if feasibility studies are positive, consider continuing with building a Basin Information Network. We will also participate with other Basin organizations to consider making broad band or wireless internet connections accessible to residents in all parts of the Basin. (Government priorities Nos. 3, 4)

GOAL 8

MONITORING AND EVALUATION

We will establish a framework of evaluation criteria of the Trust's programs and to create an ongoing evaluation program of the Trust's work.

CORPORATE OBJECTIVES, STRATEGIES AND MEASURABLES

For each of our goals we have identified objectives to be achieved over the next three years, together with strategies to achieve these goals and measurable outcomes. We have linked these goals to the general goals set out in the Columbia Basin Management Plan, and to the provincial government's own strategic objectives.

GOAL 1

POWER PROJECTS

Through the Trust's subsidiary, CBT Energy Inc., we will work with our partners, Columbia Power Corporation (CPC), in the construction and development of the power projects at the Arrow Lakes Power Generating Station, the upgrade of the Brilliant Dam, the expansion of the Brilliant Dam, the Waneta Expansion Project, and investigate other energy projects as they arise, as well as researching alternatives for energy generation.

- OBJECTIVES:**
- 1.1 To put sufficient resources, both human and financial, in place to accomplish our goals.
 - 1.2 To establish the best possible markets for the power.
 - 1.3 To research other sources of energy.

- STRATEGIES:**
- 1.1.1 Hire a full time CEO and support staff for CBT Energy Inc., and provide office space, equipment and technological infrastructure.
 - 1.1.2 Work with the Board of Directors of CBT Energy Inc. to establish and maintain policies that are consistent with the mandate of the Trust.

PERFORMANCE MEASURES:

Objective	Performance Measure	F2002	F2003	F2004
Recruit a CEO for CBT Energy Inc and provide that person with office space and support staff	CEO recruited and working from Castlegar office space with appropriate support staff	CEO recruited, support staff hired, office open	CBT Energy Inc an active partner with CPC in all power matters	Power sales are made at best market rates, new power projects are going ahead
CBT Energy Inc maintains the Trust's mandate within the power project joint ventures	Power projects outcomes are all within the mandate of the Trust	The Trust vision is adhered to through all power projects	The Trust vision is adhered to through all power projects	The Trust vision is adhered to through all power projects

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

AL 2

STRENGTHEN OUR FOUNDATION

In order to prepare for the increased work load brought about by the anticipated increase in income from power generation, we must have a solid foundation from which Board and staff members will work.

OBJECTIVES: 2.1 Increase the ability of the Board to make policy decisions swiftly and effectively and to enable new Board members to "come up to speed" swiftly. This is an ongoing objective and will remain in place through F2004.

STRATEGIES: 2.1.1 A Board Orientation Manual will be developed to include all vital information for new Board members. A policy manual will be completed in F2001, listing and cross referencing all Board policies.

2.1.2 The Trust's Governance Manual will be fully revised in F2001 and will be revisited on a bi-annual basis. Strategies for transition of board members will be developed and a two-day Board retreat will occur annually to deal with critical policy issues.

PERFORMANCE MEASURES:

Objective	Performance Measure	F2002	F2003	F2004
Increase ability of Board members to make swift and effective policy decisions	Board Orientation Manual completed and distributed	Completed and to current Board	To new Board members	To new Board members
	Board Policy manual completed and updated quarterly	Board has updated policy manual	Board has updated policy manual	Board has policy manual
	Trust Governance Manual revised	Board has revised Governance Manual	Board has revised Governance Manual	Board has revised Governance Manual
	Two day Board retreat to deal with critical policy issues	Retreat held Oct. 01	Retreat held Oct. 02	Retreat held Oct 03

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

OBJECTIVES: 2.2 To recruit sufficient staff and open offices in four sub-regions of the Basin to make the Trust accessible to all Basin residents, and to train staff so they can carry out the policies of the Board and the goals and objectives of the Columbia Basin Management Plan

STRATEGIES: 2.1.1 Recruit staff to work in four sub-regions of the Basin, each sub-region having one person who will be a "first contact" for engagement with Basin residents, Trust partners, delivery agents, project proponents and the general public.

2.1.2 Fully functioning Trust offices in four defined sub-regions of the Basin, including sufficient administrative support in those offices.

2.1.3 Establish administrative, information technology and financial systems and procedures in each of the four Trust offices in the Basin.

2.1.4 Planning taken to individual levels and incorporated into performance reviews.

PERFORMANCE MEASURES

Objective	Performance Measure	F2002	F2003	F2004
Recruit staff for sub-regional offices	Public find Trust easily accessible in all parts of the Basin, with a subsequent increase in contacts; Basin residents pleased with assistance received from the Trust	Staff recruited	Trust staff establish relationships with residents throughout the Basin	Increase in Basin residents receiving assistance from Trust staff
Offices in four sub-regions of Basin	Fully functioning offices in Golden, Cranbrook, Nakusp and Castlegar	All offices opened and fully functioning	Location of offices common public knowledge, record of contacts kept	Major increase in number of contacts made with Trust offices

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES

PERFORMANCE MEASURES *Continued*

Objective	Performance Measure	F2002	F2003	F2004
Administration, financial and information technology systems working effectively in all offices	Trust administration procedures revised, manual in all offices and integrated corporate accounting and filing systems being used effectively in all offices. Information technology effectively supports those functions.	Staff has revised Administration Manual. ORCS filing system customized to Trust needs. Staff trained in accounting and IT systems	Administration procedures revised annually to keep them simple, straightforward and effective	Simple administration procedures lead to community liaison staff spending the majority of their time in the field
Planning taken to staff individual level	Staff have annual review relating to performance plans	Staff reviews based on performance plans	Staff reviews based on performance plans	Staff reviews based on performance plans
Staff work as a consolidated team throughout the Basin	Two-day staff meeting held every two months and one two day planning and team-building workshop held in fall, as a result of which staff know each other well and function as an integrated team	Staff meetings, workshop held, staff working together as an effective team	Staff meetings, workshop held, staff working together as an effective team	Staff meetings, workshop held, staff working together as an effective team

OBJECTIVES: 2.3: To enhance communications between Board, staff, committees, partners and the residents of the Basin

STRATEGIES: 2.3.1 We will create clear, simple communications tools.

2.3.2 We will provide a bi-monthly newsletter directed to Sector committees and partners to provide timely information on Board directions.

2.3.3 We will provide a twice-annual, widely distributed publication for Basin residents to provide current information about Trust programs as well as an annual report of financial results and performance plans.

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

2.3.4 We will participate in Trade Fairs to increase visibility of Trust.

2.3.5 We will review the Trust's videos to assess need for updating or development of new materials.

PERFORMANCE MEASURES

Objective	Performance Measure	F2002	F2003	F2004
To create clear, simple communications tools	Trust has communications tools which are simple and easy to use and understand	Basin residents learn where and how to access the Trust	Basin residents understand how to access Trust programs	Majority of Basin residents know about the Trust and what it can offer them
To provide current information to committee members and partners	Every two months a newsletter created and distributed to sector committees and partners	Every two months a newsletter is produced and distributed	Every two months a newsletter is produced and distributed	Every two months a newsletter is produced and distributed
To keep Basin residents informed about the Trust and its programs	Twice a year, we will provide Basin residents with information about current programs	Twice a year, a publication is produced and distributed throughout the Basin	Twice a year, a publication is produced and distributed throughout the Basin	Twice a year, a publication is produced and distributed throughout the Basin
Increase awareness of the Trust throughout the Basin	Participate in Basin Trade Fairs	Trust participates in at least six Trade Fairs	Trust participates in at least six Trade Fairs	Trust participates in at least six Trade Fairs
Ensure Trust videos are pertinent	Trust videos reviewed	Plan created on efficacy of updating/developing of new Trust videos	If indicated by F2002 review, new videos planned	New videos created if appropriate

OBJECTIVES: 2.4: To have fully functioning financial accounting and reporting systems in an easily accessible, user friendly format and to use reports generated for risk management of the Trust's Investment Program.

STRATEGIES 2.4.1 Complete the migration of all Trust accounting systems, including Trust subsidiaries, into the Great Plains accounting system.

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES

- 2.4.2 Train staff in the use of the accounting system and establish access by Board members.
- 2.4.3 Devise a risk management strategy to assist in the Trust's investment decision making process and allow for monitoring of current investments.

PERFORMANCE MEASURES:

Objective	Performance Measure	F2002	F2003	F2004
To have fully functioning financial accounting and reporting systems in an easily accessible, user friendly format	User friendly financial reports generated	Trust Board and staff able to access financial reports from system	Basin residents able to access specific, read only financial reports. Basin residents able to access specific, read only financial reports	Majority of Basin residents know about the Trust and what it can offer them
To develop risk management strategies for Trust's Investment Program	Risk management strategies developed and criteria established for analysis of current and proposed investments	Risk management strategies developed and put into use	The guiding principles of an appropriate risk management strategy are followed in the evaluation and placement of Trust investments	The guiding principles of an appropriate risk management strategy are followed in the evaluation and placement of Trust investments

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

AL 3

BUSINESS DEVELOPMENT/INVESTMENT

Through Trust subsidiaries, we will invest the Trust's non-power investment capital and the capital portion of power project dividends into non-power investments in resorts, real estate and venture capital investments in the Basin. (CBMP Goal 2.2, (d) (e) and (f)).

- OBJECTIVES:**
- 3.1 We will establish a comprehensive approach to managing the Trust's non-power investment portfolio, including risk analysis.
 - 3.2 We will establish policy and procedures for the Trust's Investment Committee.
 - 3.3 We will review the levels of staffing in the Trust's Investment Program.

- STRATEGIES:**
- 3.1.1 The Trust Board will establish how much of the income generated from the power projects will be directed into the Investment Program.
 - 3.2.1 We will establish the portfolio balance required by the Board to meet the goals of the CBMP while continuing to use "best of business practices."
 - 3.3.1 We will review levels of staffing in our investment program, including job descriptions, numbers, roles and responsibilities and authorities.

PERFORMANCE MEASURES

Objective	Performance Measure	F2002	F2003	F2004
Establish a comprehensive approach to managing the Trust's non-power investment portfolio, including maximizing benefits of its investment portfolio through effective partnerships and leveraging of other capital	A comprehensive overall approach is applied to managing the Trust's non-power investments with resulting returns on investments	All investments in portfolio are providing or starting to provide market rates of return	All investments in portfolio are providing or starting to provide market rates of return	All investments in portfolio are providing or starting to provide market rates of return

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES

PERFORMANCE MEASURES *continued*

Objective	Performance Measure	F2002	F2003	F2004
Facilitate performance of Trust's investment committee through establishment of simple, effective and good policies and procedures	Trust's investment committee is able to respond swiftly and effectively to proposals from Basin residents or for investment projects within the Basin	All currently available investment funds are placed by year end	Trust is seen as an effective player in the Basin investment community	Trust's investment are contributing to the economic stability of the Basin
To review levels of staffing in the investment program	Sufficient staffing in place	Trust is able to respond swiftly to inquiries from Basin residents and is able to monitor investments and develop the portfolio	Investment staff are based in both the East and West Kootenays	Staff are able to keep current with the work generated through the Investment Program

AL 4

SPENDING PROGRAM

To ensure its funds are spent in a broad and encompassing range of programs, the Trust developed the delivery model described in the History section of this plan. This model will be reviewed to ensure its effectiveness. The Trust will spend the income earned from investments to deliver ongoing benefits to the Basin and its residents in the areas of social well-being, economic development and the preservation, protection and enhancement of the environment. We will increase public accessibility to the Trust throughout the Basin by focusing community liaison staff on engagement, involvement and interaction with Basin residents, Trust partners, delivery agents, project proponents and the general public. A monitoring and evaluation review of the Trust's work is currently under way, with results and a framework for ongoing evaluation to be ready early in F2002. This will prescribe methods of performance measurements for use in the future. In the present fiscal year, the Trust is funding approximately 450 different projects through its Spending Program.

- OBJECTIVES:
- 4.1 Community liaison staff to arrange/attend public meetings and be "first point of contact" for Trust on a sub-regional basis.
 - 4.2 Provide support to the environment, education, economic development, social and cultural committees, and to develop stronger relationships with delivery agents.
 - 4.3 Develop capacity building initiatives relative to the Trust's Spending Program.
 - 4.4 To have a fully functional and cooperative relationship between all three Spending Program initiatives (Community, Basin and Sector) and develop a forum for cross-sectoral communications and planning.
 - 4.5 Trust Board to decide on efficacy of current Spending Program delivery model and on amount and allocations of funds from power projects.

- STRATEGIES:
- 4.1.1 Identify boundaries of four geographic sub-regions of the Basin and hire additional staff as needed to work as community liaison in those areas.
 - 4.2.1 Work with sector committees to achieve goals and objectives as set out below.

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

ECONOMIC DEVELOPMENT SECTOR:

- Basin Business Advocates - Continuation of support to new and existing small businesses in the Basin by providing consultation to help them grow and thrive. (Goal 1, objectives c) and d) of the CBMP and Government priority No. 4)
- Responsiveness Fund - to provide funds for economic development projects. (Goals 1, 4, 7 and 8 of the CBMP and Government priority No. 3)
- Community Capacity Building - provide an economic development/ community facilitator (or team of facilitators) for the Basin. The facilitator will work with a community-driven process in each community and will focus on providing support to the less-organized communities in the basin. (Goals 1 and 4 of the CBMP and Government priorities Nos. 3, 4 and 6).
- Kootenay Product Development Fund - to support an expansion of the Kootenay Product Development Fund to create a more comprehensive venture capital fund that will develop new opportunities within the region while also attracting nascent ventures from outside the area. The manager of the fund will reorganize the fund to not only support new technology-based businesses, but also to attract additional capital to increase the capital pool in the fund. The fund will be aimed at making sound business investments in cutting-edge, clean industries and would balance this with promoting economic/community development in the region within the context of ethical and socially responsible businesses. (Goal 1 of the CBMP and Government priority No. 4).

ENVIRONMENT SECTOR:

- Aquatic Ecosystem Restoration and Conservation - to help realize the goal of maintaining healthy ecosystems in a naturally functioning state and to improve the functioning of those that have been altered and degraded. (Goal 2 (a) and (c) of the CBMP and Government priority No. 5)
- Terrestrial Ecosystem Restoration and Conservation - to help maintain healthy ecosystems in a naturally functioning state and to improve the functioning of those that have been altered and degraded (Goal 2(a) of the CBMP and Government priority No. 5)
- Community Environmental Stewardship Program - to promote environmental stewardship, public education and awareness through community involvement and local empowerment. (Goals 1(f) and 7(a) of the CBMP and Government priority No. 4)
- Ecosystem Awareness/Education - to promote an understanding of Columbia Basin ecosystems and environmental issues to school-aged children throughout the Basin. (Goal 7(a) of the CBMP and Government priority No. 2 and 5)
- Environmental Conditions - to identify potential roles and an implementation strategy for the Trust in areas such as:
Environmental Indicators, Environmental Monitoring, Environmental Risk Assessment, and Population Growth and Human Settlement Issues (Goals 1(e) and 2(a) of the CBMP and Government priorities Nos. 4 and 5)
- Purchase of Land - to participate in acquiring land through community supported nature conservancies and land trusts. (Goal 2(b) of the CBMP and Government Priority No. 4)

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

EDUCATION AND TRAINING SECTOR:

- Due to transition of committee members, this sector will not have a plan prepared in time for this report. However, they do have ongoing programming such as providing funding for people wishing to return to school or take short employment related courses. The program is designed to support those who are not eligible for other education or training supports - people who are generally referred to as "the working poor."

SOCIAL SECTOR:

- Affordable Housing Program - to provide a capital grant to assist in the purchase or construction of affordable non-profit housing in the Basin and to support public awareness and education activities related to the development of those housing projects (Goal 4(c) of the CBMP)
- Early Childhood Supports Program - to support community initiatives which target children between the ages of 0 and 6 to assist them in reaching healthy maturation and to increase awareness of the value of supporting children in the earliest years. (Goal 5(a), CBMP)
- Families Program - to support activities and projects and provide resources to maintain and strengthen the health and safety of families.
- Capacity Building Program - to improve the ability of groups and individuals in the Basin to access Trust Social Sector funding; to encourage a more cooperative approach to proposal development for Social Sector funding; to encourage groups and individuals to address the social issues in their communities (geographic or common interest); to help the Social Sector Steering Committee in setting priorities and ensuring more effective use of the Social Sector funding; to develop a better base of social information to (a) help community groups in assessing and addressing social issues in their communities and (b) to guide proposal development and project selection processes.

ARTS, CULTURE AND HERITAGE SECTOR

- To use Trust financial allocation to leverage other funds and to support the cultural community of the Columbia Basin. Each year around 80 projects are funded through this sector.

BASIN INITIATIVES

- To continue to fund ongoing projects such as the scholarship program, youth participation (listed as a separate corporate goal but funded through this program), the Basin Information Network and Living Landscapes web site.

COMMUNITY AND IMPACTED AREAS INITIATIVES:

- To continue to fund local governments throughout the Basin on a per capita basis.

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

PERFORMANCE MEASURES

Objective	Performance Measure	F2002	F2003	F2004
To assist in the creation of economic development opportunities in the Basin	Programming set out in the plan above will be implemented	Programming set out in the plan above will be implemented	Upon evaluation of the program, new programming or modification of existing programming will be implemented	Upon evaluation of the program, new programming or modification of existing programming will be implemented
To identify environmental issues in which the Trust can participate	Programming as outlined above is developed and implemented	Programming as outlined above is developed and implemented	Programs evaluated, modified if necessary and implemented	Programs evaluated, modified if necessary and implemented
To increase the opportunities for community driven social projects to be funded	Programs which give access to community driven social projects will be implemented	Programming as outlined above is developed and implemented	Programs evaluated, modified if necessary and implemented	Programs evaluated, modified if necessary and implemented
To assist with the ongoing education of people who otherwise could not access educational opportunities	Gaps in educational opportunities identified and programming to address the gaps developed and implemented	Programs developed and implemented	Programs evaluated, modified if necessary and implemented	Programs evaluated, modified if necessary and implemented
To assist in funding arts, culture and heritage opportunities in the Basin	Both community and Basin based arts, culture and heritage programs developed and implemented	Programs developed and implemented	Programs evaluated, modified if necessary and implemented	Programs evaluated, modified if necessary and implemented
To continue to fund ongoing programs and investigate new opportunities as they arise	Current Basin Initiatives programs receive ongoing funding and new initiatives developed	Initiatives identified, developed and implemented	Initiatives evaluated, modified if necessary and implemented	Initiatives evaluated, modified if necessary and implemented
To continue to fund Community and Impacted Areas Initiatives	Local governments receive funding for a large variety of programs	Projects important to local communities continued to be funded throughout the Basin	Projects important to local communities continued to be funded throughout the Basin	Projects important to local communities continued to be funded throughout the Basin

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

GOAL 5

YOUTH

To engage young people in defining possible ways to increase youth participation within the Columbia Basin Trust and Basin communities and explore possibilities for the future.

- OBJECTIVES:**
- 5.1 To encourage young people to take part in community activities and to develop leadership skills in young people.
 - 5.2 Youth to define ways to increase their involvement in the Trust and Basin communities.
 - 5.3 Create opportunities for youth internships in the Basin.

- STRATEGIES:**
- 5.1.1 Hold a youth forum, inviting youth from around the Basin, to investigate ways for youth to be involved with the Trust.
 - 5.1.2 Bring forward ideas/suggestions from the forum for Board consideration.

PERFORMANCE MEASURE

Objective	Performance Measure	F2002	F2003	F2004
To encourage youth to take part in community activities and to develop leadership skills in young people	Young people are actively engaged in the work of the Trust	Young people identify areas in which they can participate in the work of the Trust	Trust provides internship opportunities for youth	Youth working in internship situations and involved with the work of the Trust at various levels

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

AL 6

WATER MANAGEMENT/TREATY ISSUES

We will develop a strategy to move forward and identify the resources necessary in the first stages of that strategy. We will work closely with a number of US organizations on trans-boundary issues to consider the entire ecosystem of the Columbia Basin (Goal 6, CBMP (a) (d) (e))

- OBJECTIVES:
- 6.1 To identify the human and financial resources necessary to move forward with this goal.
 - 6.2 Identify the range of issues relating to water management.
 - 6.3 To identify the range of values and goals of the residents of the Basin with respect to water management.
 - 6.4 Develop educational tools to increase the awareness on water management issues of the Trust Board, staff and Basin residents.
 - 6.5 Work with others to create processes that consider residents' input in the re-negotiation of water agreements/treaties.
 - 6.6 Prepare the trust to participate in a review of the Columbia River Treaty and other Water management agreements.
 - 6.7 Identify next steps in the process

- STRATEGIES:
- 6.1.1 Meet with Basin residents to come to a common understanding of key issues and values in water management. Where necessary this consultation will extend to provincial organizations and organizations in the United States.
 - 6.1.2 Implement a variety of educational strategies to increase the awareness of the Trust Board, staff and Basin residents on the water management issues.

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

- 6.1.3 Prepare water management discussion papers and formulate recommendations on the issues, values and options for review by the Trust Board and other entities as appropriate.
- 6.1.4 Work closely with those agencies designated by the Province as agencies under the Columbia River Treaty.
- 6.1.5 Assist with creating processes that consider residents' input in the renegotiation of water management agreements/treaties.

PERFORMANCE MEASURES

Objective	Performance Measure	F2002	F2003	F2004
Identify human and financial resources	Resources identified	Planning for resources in place	Resources assigned to water management	Staff and resources applied to water management issues
Identify range of issues relating to water management	Range of issues identified	Planning in place to identify range of issues	Range of issues identified	Strategy developed around issues
Identify range of values and goals of Basin residents in respect to water management	Range of values and goals identified	Planning in place to identify range of values and goals	Range of values and goals identified	Strategy developed around range of values and goals
Develop educational tools to increase awareness on water management issues	Educational tools for increased awareness on water management issues developed	Planning in place to allocate resources to educational tools	Education tools developed	Educational tools being used to increase awareness on water management issues
Work to create processes for Basin residents' input into renegotiation of water agreements/treaties	Processes in place that enable Basin residents to have input into renegotiation of water agreements/treaties	Planning done for creation of processes	Processes developed	Processes put into action

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

PERFORMANCE MEASURES *continued*

Objective	Performance Measure	F2002	F2003	F2004
Prepare for Trust participation in review of Columbia River Treaty and water management agreements	Trust personnel prepared for participation in review of water management agreements/ Columbia River Treaty	Planning done for Trust participation	Participation in strategy developed	Participation strategy applied
Identify next steps in process	Next steps in water management/Treaty issues identified	Planning to review processes in place	Strategy to identify next steps developed	Next steps identified

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

AL 7

INFORMATION TECHNOLOGY

We will investigate the possibility of creating a Basin-wide network of information, and, if feasibility studies are positive, continue with building a Basin Information Network. We will also participate with other Basin organizations to make broad band or wireless internet connections accessible to residents in all parts of the Basin.

OBJECTIVES: 7.1 To investigate the feasibility of building an information network for the Columbia Basin.

STRATEGIES: 7.1.1 Meet with agencies, businesses and individuals throughout the Basin to ascertain the degree of possible participation in such a venture.

7.1.2 Prepare a business plan for presentation to the Board of Directors.

7.2 To actively seek out partnerships and possibilities to bring affordable broad band or wireless internet connections to all areas of the Basin.

STRATEGIES 7.2.1 Meet with agencies and groups throughout the Basin who have the same or similar goals.

7.2.2 Participate in the development of a business plan to accomplish the goal, including leverage of funds.

7.2.3 Proposal to Trust Board for consideration.

PERFORMANCE MEASURE

Objective	Performance Measure	F2002	F2003	F2004
Explore the possibility of creating an information network for the Basin	Preliminary research on information network completed	Complete preliminary investigation of creation of information network in the Basin	If indicators are positive and receive Board approval, devise plan for next step in the process	If approved by Board, Basin Information Network established
To assist in bringing affordable broad band or wireless internet connections to the Basin	Trust participates in establishing accessible, affordable, high powered internet connections in the Basin	Basin residents have affordable, effective internet capability	Basin residents have affordable, effective internet capability	Basin residents have affordable, effective internet capability

CORP. OBJECTIVES, STRATEGIES AND MEASURABLES *continued*

8

MONITORING AND EVALUATION

We will establish a framework of evaluation criteria of the Trust's programs and to create an ongoing evaluation program of the Trust's work.

OBJECTIVES: 8.1 To be able to evaluate and measure the effectiveness of the Trust's programs.

STRATEGIES 8.1.1 Designate a staff person to work in this area.

8.1.2 Work with consultants to develop framework for evaluation and performance measurement.

8.1.3 Work with partners, delivery agents and project proponents to integrate performance measures into the Trust's programs.

PERFORMANCE MEASURES:

Objective	Performance Measure	F2002	F2003	F2004
To build an evaluation and performance measurement criteria into Trust programs	Trust programs can be evaluated and measured effectively	Framework for evaluation is established	Trust programs begin to have an evaluation component	Efficacy of Trust programs discernable

This performance plan outlines the direction for the Trust for the years F2002, 2003 and 2004. It is a dynamic document, which will be updated each year during the annual planning process to reflect changes in our operating environment, the economy, even the annual snowpack in the Basin, which will dictate water levels in reservoirs and therefore the amount of power generated and the income received from that power generation. Performance measures and targets will be developed and/or updated to reflect new conditions and our progress as we move forward with the performance plan. The updated performance plan will be submitted to our Board of Directors annually.

The primary goal of this period is to continue to foster social, environmental and economic well being in the Basin and to increase the capacity of Basin communities to identify and meet their own needs.